

Country Research Reports

Partner name and country: E&D Knowledge Consulting, Lda. | Portugal

Data about respondents and their organisations:

<i>Total number of respondents</i>	25
------------------------------------	----

<i>Age of the youngest respondent</i>	<i>Age of the eldest respondent</i>	<i>Average age (from all respondents)</i>
30	65	45

<i>Number of SME managers</i>	<i>Number of SME owners</i>
12	13

<i>Shortest length of service</i>	<i>Longest length of service</i>	<i>Average length of service (from all respondents)</i>
1	35	12,5

<i>Number of employees</i>	<i>Less than 10</i>	<i>10 - 50</i>	<i>50 – 250</i>	<i>More than 250</i>
	16	5	3	1

<i>Organisation's field of activity</i>	<i>Food, Marketing, Construction, Carpentry, Printing, Accounting, Social Innovation, Agriculture, Real State, Design, Fashion, Consulting, Health, Wine, Bicycles</i>
---	--

<i>Number of organisations located in urban areas</i>	<i>Number of organisations located in rural areas</i>
20	5

<i>Number of organisations concerned about innovation, in general</i>	24
<i>Activities/actions that respondents currently implement (or they would be interested to implement) in order to support and promote innovation in their professional activity or work</i>	<i>Acquisition of new equipment and software, team building activities, reinforcement of networking and new partnerships, development of HR pool of skills</i>
<i>Number of respondents that promote innovation leadership</i>	23

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

<p>Practices that encourage the employees the most to be proactive or contribute ideas</p>	<p><i>Organization culture: collaboration, teamwork, acceptance of the error, establishment of goals and objectives, rewarding and recognition, responsibilities, active listening, opportunities to expand horizons, pleasant work environment, sense of belonging, guidance and follow-up, training, pressure</i></p>
<p>Beliefs of respondents regarding innovation leadership</p>	<p><i>Work to be the best, follow market trends, ambition and drive, resilience and perseverance, network and partnerships, collaboration</i></p>
<p><u>Behaviours</u> that respondents can practice to encourage and support their employees' openness to contribute their ideas/proactivity/willingness to engage in innovation activities</p> <p>OR</p> <p><u>Behaviours</u> that respondents find relevant for engagement and valuable contribution to (implement) innovation</p>	<p><i>Establishment of goals and objectives, rewarding and recognition, collaboration culture, motivation, autonomy, style of leadership (work with employees, to give an example)</i></p>
<p><u>Areas</u> that respondents consider as the most important and that they believe WINN Toolkit and Training Programme should envisage</p>	<p><i>Critical Thinking 11 Clarifying Ideas 4 Mapping Arguments and Decisions 3 Innovation Mindset 17 Emotional Intelligence 7 Leadership Style 4 Collaborative Behaviours 10 Empathy 1 Overcome Biases in Decision Making Process 6 Heuristic Reasoning 3 Comparative Reasoning 2 Ideological Reasoning 3 Empirical Reasoning 4</i></p> <p><i>Other (please specify): NA</i></p>

<p><u>Innovative behaviours</u> most necessary for an employee to become an innovative individual</p>	<p>(a) Idea generation behaviours: Exploring opportunities 12 Identifying performance gaps 11 Producing solutions for problems 12</p> <p>(b) Idea application or implementation behaviours: Demonstrating application-oriented behaviour 4 Investing effort in developing, testing and commercialising the idea 15 Displaying strong personal commitment to the idea 8 Persuading others of the value of that idea 2 Enhancing creativity of your followers 8 Proving creative self-efficacy 5</p>
<p>In relation to “trying to introduce innovation into an organisation”:</p>	
<p>Paths to innovation</p>	<p><i>Market intelligence, problem/challenge identification, look for existing solutions, partnerships for new solutions/look for new ideas inside the company, resources allocation, test of ideas.</i></p>
<p>Areas of required individual development</p>	<p><i>Creativity, critical thinking, teamwork, proactivity, commitment, problem solving.</i></p>
<p>Main success factors</p>	<p><i>Perseverance, leadership, market knowledge, costs/benefits ratio, customized products, customer satisfaction</i></p>
<p>Challenges</p>	<p><i>Innovation awareness, investment (time and money), motivation, openness to deal with failure, constant market monitoring (customers, stakeholders, partners, competition)</i></p>

Format of the data to be provided from the interview with representative of SME support organisations:

<p>Brief description of the supporting institution and / or interviewee</p>	<p><i>Jorge Ramos is CFO at Associação Parkurbis Incubação, a technology-based incubator located in the city of Covilhã. The incubator hosts a large number of new startups and works closely with new entrepreneurs in the development of their business ideas and creation of the company. Alongside with the activities developed in the scope of the incubator, through an established protocol between the incubator and the municipality, Jorge also runs GACE, an office that provides support to entrepreneurs willing to create new businesses in non-technological fields.</i></p>
<p>Main conclusions from the commentary on the research results</p>	<p><i>To address a problem/opportunity should be the focus of innovation and for that, skills such as creativity, open mind to look for new solutions, critical thinking, innovation culture are crucial. These skills should be fostered by the management alongside with a continuous open dialogue with all employees. For this connection to exist there must be, alongside with the rewarding (financial, recognition, etc.) a set of practices to create a real team.</i></p>
<p>Main conclusions from factors/behaviours/beliefs/aspects relevant for engagement and valuable contribution to innovation</p>	<p><i>The interviewee totally agrees with the conclusions resulting from the research. There is a need for a strong connection between the management/leadership and all the company's employees in order to foster innovation. The management must not just promote the development of this important set of skills among all employees as it must act not just like "boss" but as another member of the team. The rewarding, recognition, motivation and active listening of all employees</i></p>

	<p><i>presenting new ideas should be established as a practice to support the engagement.</i></p> <p><i>Innovation should be seen as the result of the contribution of all and not just of the management and/or a specific team.</i></p>
<p>Main conclusions regarding the role of the listed areas</p>	<p><i>All these areas interconnected are particularly important. Fostering creativity among the employees increases the pool of ideas that lead to innovation. The list of skills presented should be promoted among the employees to increase their ability to innovate.</i></p> <p><i>Even though all the listed skills are of importance for innovation, the interviewee, tends to agree with the presented ranking of skills.</i></p>
<p>Relevant quotes (if necessary)</p>	<p><i>“Many times, the best ideas come not from the management or from the teams responsible for innovation. The next big idea may come, many times, from any employee with a much more pragmatic vision of the problem/opportunity”</i></p>

Specifications for the Country Research Report:

- Length: maximum 8 pages
- Font: Arial, size font 12, 1.15 spacing.
- Please use English (UK) rather than English (US) for proofing.